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Financial Administration
RESOURCE MANAGEMENT FUNCTIONAL GUIDE
FOR CIVIL EMERGENCY MANAGEMENT PROGRAMS

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CHAPTER 1
INTRODUCTION

1-1. Purpose. This pamphlet prescribes financial management procedures for all United States Army Corps of Engineers (USACE) emergency management programs. Additionally, this pamphlet provides guidance and deployment instructions for the Resource Management Planning and Response Team (RMPRT).

1-2. Applicability. This pamphlet applies to all USACE Commands.

1-3. Distribution. Approved for public release, distribution is unlimited.

1-4. References. See Appendix A.

1-5. Mission.

a. The Resource Manager is responsible for providing emergency support which may include but is not limited to establishing work items and funding accounts; receiving and revoking allotted funds; entering commitments, obligations, and expenditure transactions; processing customer orders; and billing and collection. Additionally, the Resource Manager should provide trained resource management (RM) personnel to USACE supported Major Subordinate Command (MSC)/District Emergency Operations Center (EOC), Emergency Response and Recovery Office (ERRO), Federal Emergency Management Agency (FEMA) Regional Operations Center (ROC), as well as the Disaster Field Office (DFO) as needed.

b. The Resource Manager is responsible for ensuring changes/updates to the RM portion of the MSC/District Disaster Response Plan as needed.

1-6. Discussion.

a. Financial administration is critical for the execution of the USACE emergency management program. This pamphlet is the source for funding guidance pertaining to USACE civil works emergency operations procedures. It must be used in conjunction with Engineer Regulation (ER) 11-1-320, which provides policies pertaining to civil works emergency management programs.

b. A glossary of acronyms is provided at Appendix B.

CHAPTER 2

CONCEPT OF OPERATIONS

2-1. Purpose. This chapter prescribes the basic concept of operations for emergency RM support during all phases and in all appropriate locations of a disaster response mission. Additionally, this chapter provides guidance for managing a roster of RMPRT members to include deployment in support of MSC/District Commanders. The RMPRT is comprised of qualified volunteers that have the permission of their supervisor/commander. Supervisors/ commanders retain the option to withdraw members from the RMPRT other than upon notification of deployment. Membership to the RMPRT should be updated annually. Team members will deploy immediately after notification by their EOC. Deployment normally should not exceed 30 days.

2-2. Responsibilities.

a. The RMPRT consists of individuals with skills and knowledge in budgeting or accounting with a strong background in the Corps of Engineers Financial Management System (CEFMS). The responsibility of the RMPRT members is to assist the supported MSC/District Commander, through the resource manager, during an emergency operation. Team members should assist with timely execution of mission assignments by providing budget and accounting support until the emergency is physically and financially complete.

b. The RMPRT Leader/Coordinator from the Office of the Director for Resource Management (CERM) functions as the proponent for this document and manages the RMPRT as follows:

(1) Coordinates funding requirements for the planning and preparedness of the RMPRT with Headquarters Civil Emergency Management Branch, Directorate of Civil Works (CECW-OE).

(2) Identifies, selects, and notifies members of selection/non-selection.

(3) Coordinates training.

(4) Coordinates with Headquarters U. S. Army Corps of Engineers Operations Center (UOC) regarding team alert and activation.

c. MSC/District Resource Manager responsibilities are as follows:

(1) Ensures a sufficient number of persons have attended the Financial Management of Emergency Management Program course.

(2) Ensures highly qualified personnel are nominated for the RMPRT membership.

d. The supported MSC/District RM Office responsibilities are as follows:

(1) Provides budget formulation and execution support dealing with disasters.

(2) Determines need and requests deployment of the RMPRT.

(3) Provides oversight and assistance to RMPRT members.

(4) Ensures CEFMS access permissions are in place for RMPRT members.

(5) Provides necessary equipment and supplies as needed for the RMPRT members. See Appendix C.

e. RMPRT member responsibilities are as follows:

(1) Maintains competency by experience, on-the-job training and formal classroom training (i.e., Financial Management of Emergency Management Program and Resource Management Planning and Response Team training).

(2) Notifies CERM of non-availability (i.e., retirement, resignation, illness or voluntary withdrawal from team).

(3) Updates Personal Information Form (PIF), as needed, and submits to CERM.

(4) Receives inoculations as appropriate.

(5) Deploys within six (6) hours of notification.

(6) Participates in after-action critiques at the request of the MSC/District Commander.

(7) Participates in the review and update of this document as requested by CERM.

2-3. Deployment Procedures.

- a. When the UOC is aware of an impending event, CERM should maintain close contact with the supported MSC/District RM office to determine the type of skills and number of team members needed.
- b. After the requisite skills and number of team members have been determined, the supported MSC Commander must formally request assistance through their EOC to the UOC.
- c. When practical, the UOC should issue an alert notice through the EOC to supporting MSC Commanders identifying required number of RMPRT members and requisite skills.
- d. The UOC should issue activation notice through the EOC to supporting MSC Commanders identifying required RMPRT members and authorize direct coordination between supporting and supported offices.
- e. The supported MSC/District should issue a government order to appropriate supporting MSC/District. RMPRT members deploying to the ROC or DFO should report directly to the ROC or DFO. RMPRT members deploying to the ERRO or supported MSC/District should report to the ERRO EOC or supported MSC/District EOC as appropriate.
- f. Team members may be obligated to deploy for up to 30 days; however, this time may be extended with the agreement of the team member, their supervisor, and CERM.
- g. Rotation of team members and replacements should be staggered up to three days to allow for a smooth transition. The requirement for replacement team members should be facilitated through the UOC to supporting MSC/District Commanders.
- h. The supported MSC/District Commander should request redeployment of the RMPRT member through the EOC to the UOC. CERM should notify team members of authorized redeployment.

CHAPTER 3

PHASES OF A DISASTER

3-1. Purpose. This chapter prescribes procedures and recommended actions pertaining to the disaster phases as they relate to RM support and specifically to the RMPRT. To ensure financial integrity, RM presence is essential to all phases and locations of a disaster mission.

3-2. Phases.

a. Disaster Preparedness. This phase is during peacetime.

(1) Participate in training courses and workshops as identified by CERM.

(2) Maintain current fly-away notebook containing at a minimum this pamphlet, ER 11-1-320, Financial Management (FM) Annex to the Federal Response Plan (FRP), The Federal Emergency Management Agency's Pre-scripted Mission Assignments for the U.S. Army Corps of Engineers, RMPRT team roster, MSC/District RM/EM point of contact directory, HQUSACE & MSC telephone directory for RM, and a calendar.

(3) Maintain personal fly-away-kit which should include personal supplies, medications (minimum 30-day supply), comfortable clothes, and five white emergency operations shirts (obtained from your emergency manager). Additionally, be prepared to bring cash (ATMs may not be initially available at the disaster site), government travel credit card, CEFMS signature card and government identification card on a chain.

b. Pre-Event Planning/Action. This phase is after the onset of the event or prior to a Presidential Disaster Declaration.

(1) Watch the Weather Channel or its website www.weather.com.

(2) Assure CERM has your current PIF.

(3) Be prepared for notification of alert and/or activation.

(4) Upon direction of your EOC, deploy to designated supported MSC/District or other assigned location.

(5) To obtain access to the supported MSC/District database, notify home station IM database/UPASS administrator of requirement prior to deployment.

b. Report to supported MSC/District EOC to provide RM assistance in support of the disaster. Unless otherwise identified, your TDY supervisor should be the RM.

c. Post-Event Planning/Action. This phase is after an event occurrence or after the Presidential Disaster Declaration.

(1) Continue to provide RM assistance in support of the disaster.

(2) Prepare to transition to new TDY site or home duty station as directed by CERM. This should include in-briefing to the incoming RMPRT member or to the MSC RMPRT member at the emergency office overseeing the event, i.e., DFO, ERRO or MSC/District EOC. Provide input to the after-action report.

(3) Upon notification by the supported EOC and CERM, return to home station. Make courtesy visit or call to the supported MSC/District RM to notify of impending departure.

d. Lessons Learned/Remedial Action.

(1) Team members who deployed during the preceding disaster season should meet to develop RM specific after-action items as requested by CERM.

(2) Selected team members should participate in joint FEMA/USACE and/or HQUSACE/MSC remedial action workshops as requested by CERM.

CHAPTER 4
DISASTER ASSISTANCE UNDER FLOOD CONTROL AND COASTAL EMERGENCIES
(FCCE) (Public Law 84-99)

4-1. Purpose. This chapter prescribes the FM procedures for operations under Public Law (PL) 84-99 and is to be used in conjunction with Chapter 3 of ER 11-1-320. Appropriated FCCE funds should not be used for Stafford Act funded work (see chapter 5) to include deployment of ESF #3 team leader or RMPRT member to the ROC or DFO. However, FCCE Class 200 funds must be used for activation and operation of MSC/District EOCs for all hazards.

4-2. Direct Funding.

a. Funding for these projects/events should be requested in advance indicating the purpose. Requests for funds must be sent through the MSC or Region with endorsement to CECS-UOC. Direct work allowances should be issued via fax to the MSC or regional office, with copy furnished via fax to the requesting office. The Funding Authorization Document (FAD) should be issued directly to the requesting office. Sample request for funds memoranda are located at Appendices D through H.

b. The suddenness of an event may require immediate actions by an MSC/District Commander. The following procedures are provided to ensure a site is able to begin its emergency response mission when a disaster strikes with little or no warning, i.e., an earthquake. These procedures are applicable only to emergency work funded by category class subclass (CCS) 210.

(1) For Mississippi Valley Division only, flooding on the Mississippi River should result in utilization of appropriation 96X3112 funds for the Mississippi River and Tributaries (MR&T).

(2) When time or circumstance do not permit advance request of funds, while the request is being expedited, a District Commander may reprogram any category of FCCE funds up to the balance available to the District, subject to the monetary limitations in ER 11-1-320, Appendix D.

(3) Verbal authorization from CECW-OE for disaster funding may be issued and accepted during non-duty hours or in extenuating circumstances. The responsible MSC representative should prepare a written memorandum of the conversation when they receive an authorized verbal. If the action is to be forwarded to a District, the MSC representative must provide a copy of the memorandum to the EOC and the appropriate RM. The memorandum must include the amount of category 210 funds received, Civil Works Information System

(CWIS) number 005480, request number, event and/or location, the name of the person providing the approval and date/time received. CECS-UOC should immediately issue a written work allowance and ensure the FAD is issued via the Programs Budget and Accounting System (PBAS).

(4) As a last resort, after the sources in subparagraphs b(1) and (2) above are exhausted, a District Commander may, as a temporary measure, charge the site's category 210 costs to available allotment of another flood control appropriation account, i.e., 96X3121 General Investigations; 96X3122 Construction, General; and 96X3123 Operation and Maintenance, General, subject to the monetary limitations in ER 11-1-320, Appendix D.

c. To avoid delays during a disaster, it is important that funding and authorities are established in CEFMS as soon as possible. The Purchase Request and Commitment (PR&C) approvers should ensure the proper work item, work category code and resource code are utilized. Utilize the basic category code in accordance with ER 37-2-10, Chapter 8. (See Appendix I for commonly used resource codes, work category codes, and work category elements breakdown.)

4-3. Issuance/Acceptance of Government Orders.

a. Support by other USACE offices must be funded by government order. The supported MSC/District may issue no more than one government order under source appropriation 96X3125, CCS, per supporting MSC/District. Issue an amendment to the original government order when additional funding is required. The supported MSC/District should ensure that the government order funding is prepared with a sufficient dollar amount to include travel, per diem, rental car (if approved), labor, overtime, effective rate, general and administrative (G&A), and departmental overhead (DOH), as applicable. At a minimum, government orders issued by the supported MSC/District should contain such information shown in Appendix J. Transmit government orders electronically via CEFMS.

b. The government order is a customer order to the supporting MSC/District. Changes to personnel within and among assignments are permissible, provided that the total value of each customer order is not exceeded. Acceptance of the customer order must be electronically transmitted to the supported MSC/District.

CHAPTER 5

DISASTER ASSISTANCE UNDER THE ROBERT T. STAFFORD DISASTER RELIEF AND EMERGENCY ASSISTANCE ACT, 42 U.S.C. 5121, ET SEQ

5-1. Purpose. This chapter prescribes the FM procedures for operations under the Stafford Act and supplements guidance in the FM Annex to the FRP. These documents prescribe policies and procedures pertaining to the funding and financial accounting for disaster assistance under the Stafford Act. Additional information regarding disaster assistance is contained in the Emergency Support Function (ESF) #3 Team Leader Operations Manual and ER 11-1-320.

5-2. Program Description. The Stafford Act authorizes FEMA to provide disaster response and recovery assistance to affected state(s) and local jurisdictions. It also authorizes FEMA to engage the resources of other federal departments and agencies to provide disaster assistance with or without reimbursement during a major disaster. The FRP is the planning document, which provides policy and guidance to federal agencies for implementing the Stafford Act.

5-3. Funding – Supported MSC/District.

a. A request from an authorized FEMA official to the appropriate MSC representative for USACE disaster assistance, which includes the funding authorization, is considered to be valid for reimbursable work. A district must not receive a mission assignment directly from FEMA. This request should be made in writing on FEMA Form 90-129, “Request for Federal Assistance” (RFA) form. (See Appendix K.) If the initial request is made verbally, use Memorandum for Record (MFR) format in Appendix L. **FEMA is the only agency from which the Corps accepts verbal authorizations. FEMA verbal authorizations must include the mission assignment number.** If action is to be executed by the MSC, ensure a copy of all MFRs or RFAs are provided to the RM Office. RM must have a MFR (e-mail is acceptable) as a financial source document prior to establishing funding in CEFMS. Ensure a hard copy of the RFA is received within two or three days after verbal authorization. Mission assignments may be tasked from supported MSC Commanders to supported District Commanders. Copies must be provided to the EOC and RM. The MSC EOC is also responsible for providing a copy of all RFAs and MFRs to the UOC.

b. Supported MSC/District personnel entering funding in CEFMS should have a working knowledge of the various types of disaster relief funds. This knowledge is pertinent in determining the structure of the customer order number(s) and the limitation of its usage. Each time a new program code/event number is established, FEMA must de-allocate any excess funds from the previously used program code/event number, and re-allocate funds to the new program code/event number. Similarly, each time a new program code/event number is established, charges for all mission assignment activities on the prior program code/event number should cease.

Upon the issuance of a new mission assignment under the new program code/event number, charges will resume under the new mission assignment. Additionally, the supported MSC/District must provide appropriate funds whenever a deployed team member is reassigned to a different mission.

(1) Pre-Declaration funds are identified by program code/event number 7220-SU which may be used for up to a maximum of seven days. These funds are normally used to activate ESF #3, which may include, mission and or functional Planning and Response Teams (PRT) and the 249th Engineer Battalion (Prime Power).

(2) Emergency Declaration funds are identified by program code/event number 3XXX-EM and may be expended until exhausted, directed by FEMA to terminate usage, or until a “Disaster Declaration” is declared by the President. (Note, the President also declares Emergency Declarations). These funds are normally used by USACE to execute missions in support of the emergency.

(3) Disaster Declaration funds are identified by program code/event number 1XXX-DR and may be used until completely expended or otherwise directed by FEMA. These funds are normally used by USACE to execute missions in support of disaster response.

c. Receipt of Mission Assignments.

(1) Upon receipt of mission assignments (verbal or written), EM/RM (in accordance with business processes in effect at the site) must establish work item(s), resource plan(s), and customer order(s). All work items established in support of a FEMA mission must include the Command Indicator Code (CIC) of “99FEM,” whether received directly from FEMA, a supported MSC/District, or as a tasking from another FRP agency. The CIC of 99FEM does not change from one fiscal year to another.

(2) The source appropriation for mission assignments as documented on the RFA(s) is 58X0104, Disaster Relief. The RFA must be financed as a “funded” reimbursement under the civil works appropriation 96X3125. **The USACE Civil Works Revolving Fund, 96X4902, should NOT be used to fund FEMA missions.**

(3) The standard format for pre-declaration mission assignment customer order numbers should be established as follows:

| | | | | | | |
|-----------------|---|------------------|---|-----------------------|---|-------------------|
| SAD | - | 01 | - | FL | - | DENNIS |
| <i>DIVISION</i> | | <i>MISSION #</i> | | <i>DISASTER STATE</i> | | <i>EVENT NAME</i> |

SAD-01-FL-DENNIS, (definition: South Atlantic Division, mission #1, Florida, Hurricane Dennis).

In the event that the mission assignment number is unknown, immediately contact the EOC who should coordinate with FEMA for this number. **Under no circumstances should disaster funding be loaded into CEFMS without the mission assignment number.**

(4) The standard format for emergency declaration mission assignment customer order numbers should be established as follows:

| | | | | | | |
|-----------------|---|------------------|---|-----------------------|---|-------------------------------|
| SAD | - | 01 | - | PR | - | 3222EM |
| <i>DIVISION</i> | | <i>MISSION #</i> | | <i>DISASTER STATE</i> | | <i>EMERGENCY PROGRAM CODE</i> |

SAD-01-PR-3222EM, (South Atlantic Division, mission #1, Puerto Rico, Emergency Program Code).

(5) The standard format for disaster declaration mission assignment customer order numbers should be established as follows:

| | | | | | | |
|-----------------|---|------------------|---|-----------------------|---|------------------------------|
| SAD | - | 01 | - | FL | - | 1292DR |
| <i>DIVISION</i> | | <i>MISSION #</i> | | <i>DISASTER STATE</i> | | <i>DISASTER PROGRAM CODE</i> |

SAD-01-FL-1292DR, (definition: South Atlantic Division, mission #1, Florida, Disaster Program Code).

(6) Additional information is needed to ensure proper billing to FEMA. On CEFMS Customer Order - Order Information Screen (Table 5-1), under "CUSTOMER REF NO" field, enter the customer order number preceded by "COE," disaster declaration number and FEMA's funds citation. Under CEFMS field "OTH CUSTOMER REF NO," enter the agency location code (ALC) and the CEFMS work item. This information must then appear on all customer order billings associated with the disaster.

Table 5-1

CUSTOMER ORDER – ORDER INFORMATION Screen 2.13

| <i>CEFMS FIELD TITLE</i> | <i>INFORMATION TITLE</i> | <i>SAMPLE ENTRY</i> |
|--------------------------|--|--|
| CUSTOMER ORDER NO | STANDARD MISSION ASSIGNMENT NO. | SAD-01-FL-DENNIS |
| CUSTOMER REF NO | ACTUAL MISSION ASSIGNMENT NO. PROGRAM CODE/EVENT NUMBER FEMA'S FUNDS CITATION STATE | COE-SAD-01 1292-DR 2000-06-1292-9044-2501 FLORIDA |
| OTH CUSTOMER REF NO | AGENCY LOCATION CODE (ALC) CEFMS WORK ITEM | 58-01-0020 001T32-DEBRIS |

(7) Each RFA issued for a specific mission is a discrete financial instrument that may be amended by FEMA as to amount and completion date. RFA funding is subject to provisions of the Anti-Deficiency Act and can only be used for the mission specified.

(8) Requests for additional funding must be timely to preclude work stoppage. Such requests to FEMA or other designee are made through the ROC or DFO.

(9) The supported MSC/District should issue only one government order per FEMA mission assignment per supporting MSC/District. At a minimum, government orders issued by the supported MSC/District should contain information shown at Appendix M. Government orders should not reflect individual names. In accordance with Paragraph 5-3b above, to change an employee's mission, the supported MSC/District must issue or amend the government order as appropriate for the new assignment prior to the end of the pay period of the mission change.

(10) If the 249th Engineer Battalion (Prime Power) is activated, funding should be provided by FEMA as part of the mission assignment for activation under an ESF #3 mission. The supported MSC or designated District should forward a government order to the:

249th Engineer Battalion (Prime Power)
ATTN: CEPPB-LO
10011 Middleton Road
Fort Belvoir, VA 22060

(11) If a RMPRT member is redeployed from the ROC or DFO to the ERRO and works two or more missions simultaneously, the member should continue to charge to the activation mission; however, if the RMPRT member works only one mission at the ERRO, the member should charge that mission. When a RMPRT member is redeployed to the supported MSC/District EOC, the funding should change from the activation mission (FEMA funding) to 96X3125, category 210; however, RMPRT members at home station should charge in accordance with the Direct Charge Matrix, Appendix N.

d. Unliquidated obligation reviews should be performed every 90 days from receipt of initial funding.

5-4. Funding - Supporting MSC/District.

a. The supporting MSC/District should receive only one customer order from the supported MSC/District per FEMA mission assignment. The customer order should be received by the Supporting MSC/District for emergency assistance via CEFMS electronic transmission. If additional funding is required, an amendment to the original customer order should be issued. Supporting MSC/District(s) receiving work from a supported MSC/District **must also use the CIC "99FEM"** when establishing work items.

b. Labor and travel costs incurred by individuals from supporting activities should be charged to the appropriate FEMA mission.

c. The supporting MSC/District should record each customer order as intra-Corps "automatic" reimbursable work under financing appropriation 96X3125. The source appropriation for the supporting MSC/District is 96X3125 and the initial source appropriation is 58X0104.

Table 5-2 CUSTOMER ORDER – ORDER INFORMATION Screen 2.13

| <i>CEFMS FIELD TITLE</i> | <i>INFORMATION TITLE</i> | <i>SAMPLE ENTRY</i> |
|--------------------------|--|--|
| CUSTOMER ORDER NO | GOVERNMENT ORDER NO. | WB0YH282807777 |
| CUSTOMER REF NO | ACTUAL MISSION ASSIGNMENT NO. PROGRAM CODE/EVENT NUMBER FEMA'S FUNDS CITATION STATE | COE-SAD-01 1292-DR 2000-06-1292-9044-2501 FLORIDA |
| OH CUSTOMER REF NO | SUPPORTING MSC/DISTRICT'S WORK ITEM-MISSION DESCRIPTION | 031X46-DEBRIS |

d. If there is a change of mission for an employee, the supported MSC/District should issue or amend the government order as appropriate prior to the end of the pay period of the mission change. The supporting MSC/District should create a new work item for the new mission, if necessary.

e. Unliquidated obligation reviews should be performed every 90 days upon receipt of initial funding.

5-5. Eligible/Ineligible Costs.

a. Consideration for purchases of non-expendable items should be based upon the bona fide need rule taking into consideration that this is a temporary situation and that other agencies may have supplies available. FEMA approval is required prior to taking any action.

b. Acquisition of expendable equipment and supplies may be made at the discretion of the immediate supervisor in coordination with ERRO Logistics and the Mission Manager.

c. See reference ER-11-1-320, Appendix E, for additional information.

5-6. Billing Procedures.

a. Supported MSC/District: Submission of bills directly to FEMA will require the following:

(1) Print DA Form 4445-R (customer order bill) and supporting documentation on the third workday of each month.

(2) Obtain required signatures from RM and EM representatives on the Mission Assignment Reimbursement Transmittal Form. See sample format at Appendix O.

(3) Submit bills with supporting documents and transmittal form to FEMA by the 10th workday of each month. Enclose one bill per envelope and forward to:

ROUTINE MAIL EXPRESS MAIL

FEMA, Disaster Finance Division

ATTN: Mission Assignment, Bldg. 708 or 19844 Blue Ridge Mountain Road

P. O. Box 800 Building 708

Bluemont, Virginia 22012

Berryville, Virginia 22611

(4) Resolve any disputes regarding the preparation or submission of bills through the RM. Resolve any disputes regarding technical issues concerning the emergency support mission through the EM.

(5) Submit the final bill in the format at Appendix P no later than 90 days after completion of the mission assignment or upon written notification from FEMA that the mission assignment is terminated. Bill of Lading and transfer of property should be attached to the final bill for all sensitive or pilferable items over \$100, all cellular phones/pagers, and all items costing over \$5,000.

b. Supporting MSC/District: Submission of bills to the supported MSC/District will require the following:

(1) Print DA Form 4445-R (customer order bill) and supporting documentation on the third workday of each month.

(2) Obtain required signatures from RM and EM representatives on the customer order bill. **DO NOT USE FRMA'S MISSION ASSIGNMENT REIMBURSEMENT TRANSMITTAL FORM, APPENDIX O.**

(3) Submit bills with supporting documents to the supported MSC/District by the 10th workday of each month. **NOTE: Supporting MSC/Districts should never submit bills directly to the Corps of Engineers Finance Center (UFC) nor mail bills directly to FEMA.**

5-7. Financial Closeout.

- a. EM is responsible for notifying FEMA and RM when the work is completed.
- b. EM/RM should decommit and deobligate all remaining funds pertaining to the disaster.
- c. RM should issue a government order close-out memorandum to supporting MSC/District related to the mission assignment. See sample format at Appendix Q.
- d. The responsible employee should remove PR&C authorizations from the funded work items.
- e. The supported MSC/District must issue a financial close out memorandum to FEMA. See sample financial close out memorandum and checklist at Appendices R and S.
- f. Ensure credit balances are resolved.

(1) Although credit bills in CEFMS may be created due to over billing to FEMA, over payments from FEMA, cost transfers, and other in-house adjustments, etc., these bills are not typically generated prior to final billing.

(2) The same documentation required for debit bills are also required for credit billings, see 5-6, b(2) and (3).

(3) See SOP number UFC-16, dated 21 April 2000 for further guidance. See Appendix T.

g. Financial closeout should be accomplished as soon as possible, but not later than 90 days after mission completion. See Appendix U for sample letter for return of funds to FEMA.

h. In cases of litigation, close coordination between RM, EM and Office of Counsel is required before taking any action.

i. RM and EM must continue to monitor the status until the bills are paid.

j. All financial records, supporting documents, statistical records, and other records pertinent to the provision of services must be retained. These records should be accessible for the purpose of audits, excerpts, and transcripts for 6 years and 3 months from the submission of the final billing.

CHAPTER 6

TRAVEL

6-1. Travel.

a. Travel arrangements should not be made without either the verbal or the written authorization from the supported EOC through the supporting EOC. When written authorization is provided, travel arrangements should be in strict adherence to the UOC and/or supported MSC/District government order. See sample government orders at Appendices J and M.

b. All deploying personnel should have a government travel credit card. In the event ATM machines are not available or operable at the disaster site, support personnel should obtain sufficient cash prior to deployment. To have the ATM withdrawal limit raised, the team member must coordinate with Travel Card Program Manager at his/her home duty station.

c. All travel orders should have the Variation Authorized block marked as well as having travel remarks authorizing the use of military aircraft and that government quarters and/or meals should be provided, if applicable. Dual lodging should be authorized only in very limited situations for the good of the mission based on “Emergency” conditions (i.e., Hotel room must be retained at the site while the traveler returns to Permanent Duty Station (PDS) due to non-availability on return.

d. Rental car must be authorized on the government order from the UOC or the supported MSC/District, in order to be reflected in the travel order.

e. Travelers should not be entitled to reimbursement for lodging and/or meals (including meals-ready-to-eat) when furnished by the government.

f. Reimbursement should be limited to lodging plus unless prior authorization for actual lodging expense has been authorized by the UOC or the supported MSC/District. See Appendix V for sample format of actual expense allowance authorization.

g. Travel vouchers should be submitted to the permanent duty station (PDS) EOC at the end of the TDY or every 30 days if on extended TDY (more than 30 days). Employees on extended TDY **may** be authorized a return trip to their PDS. TDY personnel should understand that the trip is to return to their permanent duty station. The exact time for the trip is at the discretion of the UOC or the supported MSC/District. **OVERTIME** for travel purposes is not authorized during this process except for non-exempt employees, whose entitlements should be based on Code of Federal Regulations, Part 5 (5CFR), section 551.422.

h. CEFMS inaccessibility is not a valid justification for non-submittal of travel vouchers. The signed travel voucher information may be faxed for CEFMS entry by the office designee. The traveler must forward a signed voucher with supporting documentation to the approving official as soon as possible.

i. A Direct Charge Matrix has been established to provide guidance for travel charges in support of an emergency effort under the Stafford Act. To ensure travel is properly charged, please refer to the matrix at Appendix N.

j. When traveling on pre-declaration funding and an emergency and/or major disaster declaration is issued, a new travel order should be created to reflect the new work item.

CHAPTER 7

TIME AND ATTENDANCE

7-1. Entitlements.

a. In accordance with ER 690-1-321 and DOD Manual 7000.14-R Vol. 8, Human Resource Office (HRO) personnel at the supported MSC/District should make basic determinations as to pay entitlements of employees performing emergency assistance work, including Sunday pay, hazardous duty pay, tour of duty changes, night differential, etc.

b. Employees should remain in their current Fair Labor Standards Act (FLSA) status while performing emergency work except in extremely rare circumstances. Exceptions must be in accordance with the FLSA and Appendices W and X.

c. Bi-weekly and annual pay cap issues should be addressed by the HRO.

7-2. Reporting and Labor Costs.

a. A Direct Charge Matrix has been established to provide guidance for labor charges in support of an emergency effort under the Stafford Act. To ensure labor is properly charged, please refer to the matrix at Appendix N.

b. The supported MSC/District EOC should provide time sheets to employees on TDY in support of a disaster. The time sheet should reflect the event name, emergency assignment site, and the mission name, i.e., ice, debris, etc. A memorandum clearly stating their tour of duty should also be issued. This should include a breakout of regular hours, scheduled overtime hours and differential hours. See sample letter at Appendix Y.

c. Employees should report labor to the supported MSC/District EOC/ERRO administrative personnel; however, employees working at HQUSACE for a disaster mission should report labor to the UOC. All time must be recorded only on the Time and Attendance sheet (T&A) shown in Appendix Z.

d. The supported MSC/District EOC is responsible for completing and approving DA Form 5172-R., Overtime Request and Authorization prior to the employee working overtime. The supported MSC/District EOC is responsible for providing an approved copy of the DA Form 5172-R to the supporting MSC/District EOC. Even when the tour of duty is more than 8 hours (i.e. 0700 to 1930 hours) which includes a 30 minute unpaid lunch and 4 hours of overtime, under no conditions should an employee receive pay if the overtime is not worked.

e. The supported MSC/District EOC should designate one or more administrative personnel to coordinate T&A for employees on temporary duty. Emergency Field Supervisors should sign T&A sheets weekly. Administrative personnel of the supported MSC/District EOC should validate mission assignments and fax a copy of the signed T&A sheet to the UOC or the EOC of the supporting MSC/District. When the supported activity faxes the timesheets to the UOC or the EOC of the supporting MSC/District, the fax must include a cover sheet with a reminder to timekeepers and supervisors that this is the official report of the employee(s) time. Timekeepers and supervisors are **NOT TO ACCEPT TIMESHEETS OR CHANGES THERETO** sent to them by the employee and must validate that the mission assignment agrees with the customer order. Under **NO** circumstances should deployed personnel fax T&A sheets directly to individual timekeepers or supervisors at HQUSACE or the supporting MSC/District, nor should employees be allowed to phone T&A data to their regular timekeeper or supervisor. T&A sheets for personnel assigned to the UOC or the supported MSC/District EOC should be faxed to the UOC or the supporting MSC/District EOC NLT 1800 hours (disaster site time) every Sunday for the preceding workweek. Approved overtime requests should be faxed by the supporting MSC/District EOC only when it is not feasible for the supported MSC/District EOC to forward by mail in a timely manner.

f. The supporting MSC/District EOC is responsible for verifying labor charge codes and distributing the T&A and Overtime Request Authorization sheets to the appropriate timekeepers. CEFMS labor entry and certification should be based on the T&A sheets signed by the emergency field supervisor. Final CEFMS labor certification should occur at the individual's PDS by their regular supervisor. The UOC or the supporting MSC/District EOC should be responsible for maintaining a complete set of the faxed T&A and Overtime Request and Authorization sheets for the purpose of verifying labor charges before certifying billings to the supported MSC/District.

g. For Stafford Act funding, labor charge codes should be established for each customer order received from the supported MSC/District prior to deployment of the team member. This labor code should be given to the team member to use on the T&A sheet for submission back to the home station. Upon receipt, supporting MSC/Districts should ensure customer orders reflect only one mission assignment (i.e., ESF #3 activation, water, ice, debris, etc.), one event (Hurricane Dennis, El Nino Floods of Northern California, New Madrid Earthquake, etc.), and one type of declaration per State per customer order. For pre-disaster declarations, there should be one event per FEMA region. For emergency declarations and disaster declarations there should be one event per State (this includes territories and commonwealths).

7-3. Instructions for Filling out Timesheets. Employees are responsible for reporting their labor to their emergency field supervisor by mission and by declaration. The completed time sheet should be given to the UOC (if applicable) or the supported MSC/District EOC for

faxing to the supporting MSC/District timekeeper. The original timesheet should be kept at the supported MSC/District EOC for 6 years 3 months.

a. Filling out the Form:

Name Block: Enter the individual's last name, first name, and middle initial.

Permanent Organization: Enter the home station organization and office symbol, i.e., Jacksonville District, CESAJ-CO-E.

Emergency Assignment Site/Mission: Enter the emergency site assigned, i.e., Homestead EFO, mission name and number and declaration number.

Dates Worked: Enter the beginning and ending dates for this reporting period. Generally, this should be the Sunday beginning the pay period, and the Saturday ending the pay period. An exception to this is when an individual arrives or leaves in the middle of the week or month end. Reporting is completed weekly, **NOT** bi-weekly, and completed **EVERY** Sunday.

In & Out Blocks: This is to assist the supervisor in accounting for the individual and the type of pay they should receive. This should be the time the individual arrives for duty and he ending time the individual leaves at night, as well as any departures and returns during the duty period. Hours should be reported based upon the 24-hour clock, i.e., 0700 to 1900 hours.

b. Type of Pay: Enter the number of hours under the appropriate type pay block. Total each column. Definitions of type of pay are:

CD = Credit Earned (not encouraged and not paid by FEMA)

CE = Compensatory Time (not encouraged and not paid by FEMA)

CL = Credit Leave (not encouraged and not paid by FEMA)

HG = Holiday Work (General Schedule and Senior Executive Service)

HD = Hazardous Duty Pay

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KA = LWOP

KC = AWOL

LH = Holiday Leave

LA = Annual Leave

LS = Sick Leave

ND = Night Differential (scheduled regular tour of duty hrs worked between 1800-0630)

OS = Overtime, Scheduled (approved scheduled overtime hours shown in memorandum)

OU = Overtime, Unscheduled (all overtime hours worked outside scheduled tour of duty)

RG = Regular, (General Schedule and Senior Executive Service)

SG = Sunday Work (General Schedule and Senior Executive Service)

c. Labor Charge Code: Separate labor charge codes must be created for each customer order received.

d. Certification Blocks: Each individual involved in managing the individual's time must sign the appropriate block. The employee's signature certifies that the time reported is correct. The signature of the supervisor at the UOC or the supporting MSC/District certifies that time is approved as shown. After posting time in CEFMS the HQUSACE or the supporting MSC/District timekeeper signs the T&A sheet and forwards to their UOC/EOC.

FOR THE COMMANDER:

26 Appendices
(See Table of Contents)



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